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22 January 1970

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MEMORANDUM FOR: John A. Bross, Chairman, Educational Aid Fund  
FROM : [REDACTED]  
SUBJECT : Recommendations of the Committee on Additional  
Support for the Educational Aid Fund

1. This report is the product of three meetings of the Committee on Support and of investigations by individual members. It is my own summing up but it has the general approval of all members. I have tried to make clear where there was consensus and where there were differing views. On some proposals we have not been able to make explicit recommendations. In these instances I have tried to explain what our problems were.

#### AN AGREED GOAL

2. The Committee is unanimous in the belief that it would be helpful to set an annual fund raising goal. Agreement on this point, we feel, would facilitate planning and enable us to avoid the appearance of asking for as much as we can get. It would make possible a public appeal for contributions to meet a need of limited and understood dimensions, a change which, the Committee believes, might have a favorable effect on contributors.

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3. On this point the Committee is generally agreed that a sum of about \$30,000.00 annually, or double what has been available, would constitute a reasonable response to the need. This would make possible an increase both in the number and the size of grants. (One member feels that a considerably higher goal -- say \$50,000.00 to \$60,000.00 -- would be realistic.) The Committee is not suggesting any figure be accepted as a permanent goal. Indeed, the matter should be examined annually by the Board of Trustees.

#### THE ANNUAL FUND DRIVE

4. The Committee believes that first priority should be given to changes in the pattern and amount of publicity for the EAF and to changes in the annual drive itself.

5. The Committee recommends that a year-round effort be made to educate Agency personnel as to the purposes and workings of the EAF and to change its image. Such a campaign should make use of displays, posters, and circulars that do not look or read like official notices. The main themes of the campaign should be:

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A. The EAF is a "way to help your own"; contributing to the EAF is an act of participation in the "Agency family," a way of taking part in the life of "your own community". "The Fund is designed to help your colleagues and their children." (Insofar as is possible and consistent with security, publicity should endeavor to personalize the Fund by giving case histories -- without names -- and other personal data on applicants and recipients of grants.)

B. "The EAF is not asking for as much as it can get out of you; it is trying to meet an evaluated need." Experience indicates that with \$30,000.00 (or whatever goal is decided upon) the EAF can make it possible for many qualified applicants, who would not otherwise be able to do so, to continue their education, and to relieve most cases of real hardship among Agency employees due to valid educational expenses.

C. The processing of EAF applications is done with great care and selections are made on the basis of the record alone (i.e., names of applicants are withheld from the Selection Committee). The criteria for selection are: need (according to the Princeton College Scholarship Service standards), merit, and evidence of a willingness to help one's self.

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D. There are a variety of ways in which contributions can be made to the EAF. In addition to annual cash contributions, Agency groups can give sums in memory of deceased colleagues or members of colleague's families; individuals can assign insurance policies, proceeds from accumulated annual leave, stocks and bonds, etc.

6. One change in the use of EAF monies which the Committee believes would facilitate the education and publicity campaign would be the establishment of additional merit awards like the Wisner scholarship. This would permit a greater degree of personalization of EAF publicity. For example, the award might be presented by the DCI or other Agency official in the auditorium with members of the recipient's family and Agency personnel invited. The Committee suggests that, where security considerations permit, the Wisner award be given discreet publicity within the Agency.

7. The Committee has considered the possibility of hiring professional talent to devise a publicity campaign, but concluded that the right Agency personnel could probably do a better job.

8. The Committee recommends that steps be taken to see that the annual collection of funds for the EAF be carried out

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among overseas personnel in a manner similar to that employed at Headquarters. In other words, steps should be taken to see that all personnel be solicited and that all respond, whether positively or negatively. Special security problems would, of course, have to be taken into account.

9. The Committee is divided on the question as to whether it would be desirable to separate the EAF collection from the annual UGF drive. Some believe that doing so would make it easier to give the EAF a new image and avoid having it lost in the shuffle at the time of the general solicitation. Others believe that there is a tendency to resist requests that are made outside the context of the combined annual drive. Those who favor a separate EAF drive suggest that little would be lost by trying it once and that substantial improvement might be achieved.

10. Whatever the correct answer to the question as to the value of a separate drive, the representative of the General Counsel informs us that, by Presidential directive, only approved general solicitations are permitted among US Government employees. An exception to this ruling would have to be applied for and approved by the White House if the time of the EAF drive were to be changed.

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OTHER MEANS OF RAISING FUNDS

11. Of a variety of means of raising funds other than by the annual collection from Agency personnel, the idea of a lottery appeals to Committee members as the one most likely to raise substantial funds without excessive problems of organization and administration. A lottery with an automobile, for example, as the grand prize seems likely to bring Agency employees in droves with their five or ten dollar bills clutched in their hands and to leave a substantial surplus for the EAF.

12. The representative of the General Counsel's Office points out, however, that lotteries are illegal. The lotteries, raffles, or prize-givings which are put on by churches, lodges and clubs are made tolerable to the police by using donated prizes, by offering prizes with intrinsic rather than extrinsic value -- an autographed picture or book, for example -- and by other means. There seems little doubt that arrangements could be made that would guarantee acceptance of an EAF lottery by the police authorities.

13. There remains another problem, however: the prospect of publicity. Whether the kind of publicity that might be

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touched off by a raffle or lottery among Agency personnel might be so undesirable as to preclude resort to this way of making money for the EAF is a judgment the Committee feels it should pass on to the Board of Trustees. For their part, most Committee members consider the risks minimal.

14. Another idea that appeals to some members of the Committee is that of sales, in the Headquarters Building, of contributed books and/or art, i.e., paintings or photographs, by Agency personnel. Our judgment on this is that its success would depend entirely on the availability of people -- with the right talents -- willing to give the necessary time. The Committee recommendation is that we wait until we feel that a new publicity effort has made some headway and that we then call for volunteers. What happens then would determine whether we advance or retreat.

15. Another idea which the Committee believes should be kept in mind and explored further is that of setting up some kind of shop or sales facility in the Headquarters Building, either as a concession or with reimbursed help, the profits or part of the profits from which would be assigned to the EAF. A paperback book store is one suggestion that the Committee thinks is a

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possibility. Such a project would have to be made compatible with the EAA sales projects and the stands operated by the blind. The Committee recognizes, of course, that there are problems involved in making a decision on this kind of proposal other than that of whether it would bring money to the EAF.

16. Another proposal which the Committee has discussed is that of raising funds by means of concerts or other functions in the auditorium featuring well-known performers who would draw an audience from among Agency personnel willing to pay several dollars per ticket. A related idea is that of holding a gala ball -- the EAF Ball -- in the Agency Cafeteria. A door prize could add to EAF profits from such an event. Both of these ideas involve security problems and questions of publicity which are complicated, to say the least, and not all Committee members feel that the functions described would draw enough paying customers to make them worth while. The ideas are thought to be worth further consideration.

17. Three other possible sources of income for the EAF should be mentioned, if only to remind the EAF Board of Trustees that they exist. First, there is the Central Employees Activity Fund which could be drawn on for EAF purposes if thought

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desirable. Second, it should be kept in mind that one of the arguments for the construction of some kind of recreational facility for Agency employees is that revenues from bowling allies, food and drink, etc. could be used for such purposes as the EAF. Third, contribution to the EAF of profits from sales of personal property -- mostly cars -- overseas by Agency personnel would provide a substantial source of income if arrangements could be made to meet security problems.

OTHER PROPOSALS

18. For your information and that of the Board of Trustees, the Committee wishes to state that it has given careful consideration to recommendations for change in the composition of the EAF Selection Committee and the Board of Trustees. It was suggested that the membership of one or the other be increased by the addition of elected or appointed representatives of the kind of people whose children's applications are under consideration, i.e. persons from the middle and lower GS grades and persons with jobs not in the management area of the Agency: guards, secretaries and receptionists, printers, clerks, and the like. The idea was not to imply a lack of confidence in present members but to give the rank and file of Agency personnel a feeling of involvement in the EAF.

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19. After lengthy discussion the proposals were withdrawn. The Committee felt that the addition of membership to the Board or the Selection Committee would create practical problems, both with respect to the selection of additional members and the functioning of the two bodies, likely to cancel out any advantage gained.

#### SUMMARY RECOMMENDATION

20. In sum, the recommendation of the Committee is that first attention be given to fixing a fund-raising goal, devising an education and publicity campaign, and implementing that campaign. Once it were deemed that the campaign had had some effect in increasing awareness and acceptance of the EAF among Agency personnel, practical experimentation with some of the means of raising money other than through the annual solicitation would be in order.



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\*Not available when report completed, but believed to be in general agreement.